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DD/S 70-3035

23 JUL 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : A Profile Analysis of the Support Directorate
Management SystemREFERENCE : White House Memorandum dated 31 March 1970 and
Executive Director Comptroller's memorandum
dated 23 June 1970, Job-Related Attitudes and
Opinions.

1. As a result of staff discussions regarding the referent memoranda and interest expressed by the Directorate Career Management Officer, the following proposal is submitted for your consideration.

2. In order to pinpoint specific problems of the often criticized management system, we suggest that the Deputy Director for Support conduct a scientific analysis of its managerial system as perceived by the participants within the system. The idea is simply this: each organization has its own special environment which exhibits various managerial properties such as patterns of decision-making, communication, styles of interpersonal and intergroup relationships, etc.; however, quite often there is a marked disparity between the perceptions of the managers and those who must effect the daily business of the organization. A scientific or laboratory approach to organization analysis can help identify and, to some extent, define erosions in the intended managerial model.

3. Current organization and managerial research provides us with the methodology to approach the problem. Specifically, we recommend that the Support Directorate ascertain how its prevailing managerial system is perceived by the application of a relatively simple exercise in survey analysis, that is, the administration of the Likert Profile of Organizational Characteristics. The Profile consists of 48 items with each item being divided into four major systems of management. Each management system, in turn, is anchored on each item by a brief verbal description. (Tab A illustrates one of the Likert items applicable to a problem identified in the Executive Director Comptroller's memorandum of 23 June 1970.) In short, the Profile items tap seven processes that comprehensively characterize an organization's interpersonal and intergroup climate. It is also designed to illustrate the gap that exists between the existing organizational climate and the climate preferred by the participants. Once the Profile has been administered, we can expect the following: (1) a measure of the prevailing managerial system as perceived by the participants, (2) a measure of the gap between

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downgrading and
declassification

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SUBJECT: A Profile Analysis of the Support Directorate Management System

what is and what kind of organization the participants desire, (3) a measure of the disparity in perceptions by grade level and age groups, and (4) some measure of what managerial processes require corrective action.

4. Having identified the perceptions of the participants and the processes that need attention, the Directorate would seem to have the following alternative approaches to bring about change:

- (1) Arbitrarily implement policy decisions designed to bring the realities of the management model into concert with the expectations of the participants
- (2) Subject the Profile summary data to analysis by the Directorate's Problem Solving Seminars and hope for some viable recommendations
- (3) Involve the Directorate in an on-site organization development program through mixed team (age and grade) analysis of the Profile data.

We recommend alternative (3) because of the recommendations that can obtain from the free communication of ideas between participants, the sense of participation that members receive when they identify strongly with other members and with the goals of the organization, and the advantages that will ultimately accrue to organizational and management development.

5. As for resources to be used for the administration of the Profile and preliminary analysis of the data, we recommend that a special Directorate task force be created with membership to be drawn from the Management Training Staff of OTR, the Psychological Services Staff of OMS, and the Office of the Deputy Director for Support. As for the on-site organization development program, mixed teams by age and grade would be randomly selected for the resulting analytical seminars. Each team would analyze a specific problem as identified by the Profile data and make recommendations to the Deputy Director for Support for his consideration. Upon approval of this program, logistical details and matters of organization and agenda would, of course, be completed by the task force.

6. We understand that this kind of study has been conducted with rewarding results in the private sector; for example, TRW and

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ALCAN have had an extensive and successful experience with this approach to organizational development. It might be an interesting experiment for the Support Directorate to try.

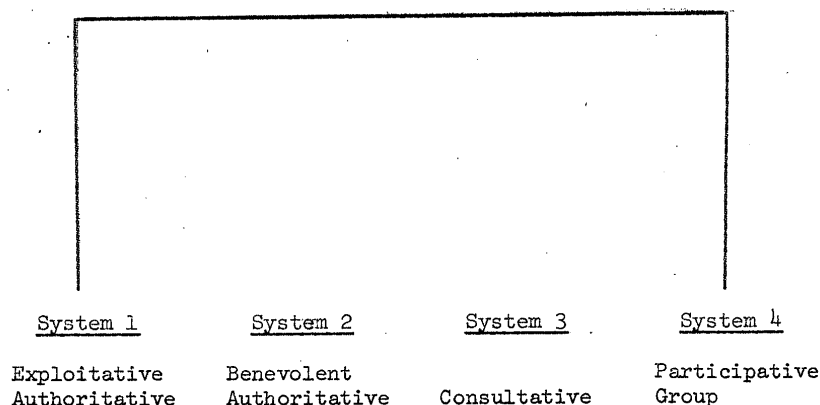


Chief, Support Services Staff

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SYSTEM OF ORGANIZATION

3. CHARACTER OF COMMUNICATION PROCESS

a. Amount of interaction and communication aimed at achieving organization's objectives	Very little	Little	Quite a bit	Much with both individuals and groups
b. Direction of information flow	Downward	Mostly downward	Down and up	Down, up, and with peers
c. Downward communication				
(1) Where initiated	At top of organization or to implement top directive	Primarily at top or patterned on communication from top	Patterned on communication from top but with some initiative at lower levels	Initiated at all levels
(2) Extent to which superiors willingly share information with subordinates	Provide minimum of information	Gives subordinates only information superior feels they need	Gives information needed and answers most questions	Seeks to give subordinates all relevant information and all information they want
(3) Extent to which communications are accepted by subordinates	Viewed with great suspicion	Some accepted and some viewed with suspicion	Often accepted but, if not, may or may not be openly questioned	Generally accepted, but if not, openly and candidly questioned

TAB A. CHARACTER OF THE COMMUNICATION
PROCESS--FROM THE LIKERT PROFILE OF
ORGANIZATIONAL CHARACTERISTICS

PROCESS--FROM THE LIKERT PROFILE OF
ORGANIZATIONAL CHARACTERISTICS

	<u>System 1</u>	<u>System 2</u>	<u>System 3</u>	<u>System 4</u>
	Exploitative Authoritative	Benevolent Authoritative	Consultative	Participative Group
d. Upward communication				
(1) Adequacy of upward communication via line organization	Very little	Limited	Some	A great deal
				
(2) Subordinates' feeling of responsibility for initiating accurate upward communication	None at all	Relatively little, usually communicates "filtered" information and only when requested; may "yes" the boss	Some to moderate degree of responsibility to initiate accurate upward communication	Considerable responsibility felt and much initiative; group communicates all relevant information
				
(3) Forces leading to accurate or distorted upward information	Powerful forces to distort information and deceive superiors	Many forces to distort; also forces for honest communication	Occasional forces to distort along with many forces to communicate accurately	Virtually no forces to distort and powerful forces to communicate accurately
				
(4) Accuracy of upward communication via line	Tends to be inaccurate	Information that boss wants to hear flows; other information is restricted and filtered	Information that boss wants to hear flows; other information may be limited or cautiously filtered	Accurate
				
(5) Need for supplementary upward communication system	Great need to supplement upward communication by spy system, suggestion system, and similar devices	Upward communication often supplemented by suggestion system and similar devices	Slight need for supplementary system; suggestion systems may be used	No need for any supplementary system
				
e. Sideward communication, its adequacy and accuracy	Usually poor because of competition between peers, corresponding hostility	Fairly poor because of competition between peers	Fair to good	Good to excellent
				

CHARACTER OF THE COMMUNICATION
PROCESS--FROM THE LIKERT PROFILE OF
ORGANIZATIONAL CHARACTERISTICS

	<u>System 1</u>	<u>System 2</u>	<u>System 3</u>	<u>System 4</u>
	Exploitative Authoritative	Benevolent Authoritative	Consultative	Participative Group
f. Psychological closeness of superiors to subordinates (i.e. friendliness between superiors and subordinates)	Far apart	Can be moderately close if proper roles are kept	Fairly close	Usually very close
(1) How well does superior know and understand problems faced by subordinates?	Has no knowledge or understanding of problems of subordinates	Has some knowledge and understanding of problems of subordinates	Knows and understands problems of subordinates quite well	Knows and understands problems of subordinates very well
(2) How accurate are the perceptions by superiors and subordinates of each other?	Often in error	Often in error on some points	Moderately accurate	Usually quite accurate

21 JUL 1970

DD / S REGISTRY
FILE 0811

Inspector General

2E-24 Hqs.

Gordon:

You may be interested in the attached summary of action undertaken by the Support Directorate Office Heads to get junior officers involved in panels and boards.

SIGNED R. L. Bannerman
R. L. Bannerman

DD/S

7D-18 Hqs.

EO-DD/S:WEB:es (29 June 70)

Distribution:

- orig - Adse w/cy of att
- 1 - DD/S Subject w/orig of att
- 1 - DD/S Chrono

STAT

att: Memo dtd 16 July 70 to RLB from [redacted] subj: Replies to your 2 June Memo Requesting that Office Heads circulate the Listing of Panels and Boards among their Young Officers

TRANSMITTAL SLIP		DATE 20 July 1970	
TO: Mr. Bannerman			
ROOM NO.		BUILDING	
REMARKS: <p style="text-align: center;">Recommend your signature.</p> <p style="text-align: center;"><i>WWS</i> WEB</p>			
FROM:			
ROOM NO.		BUILDING	EXTENSION

FORM NO. 241
1 FEB 55REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

SECRET

16 JUL 1970

MEMORANDUM FOR: Mr. Bannerman

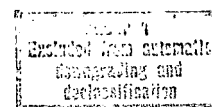
SUBJECT : Replies to your 2 June Memorandum Requesting that
Office Heads circulate the Listing of Panels and
Boards among their Young Officers

Sir :

Each of your Office Heads has responded to the above memorandum. Following is a brief of their replies. The replies are attached should you wish to read any or all of them.

1. Office of Security - Listing circulated and 59 young officers volunteered for duty on Clerical Career Service Board and as assistants to members of OS/CSB, the Overseas Selection Panel and the Long-Range Working Group.
2. Office of Training - D/TR has identified two young officers to serve on the Training Career Service Panel which recommends actions on GS-3 through GS-10 employees. D/TR also has identified four young officers and he will consider them for service with the Honor and Merit Awards Board, Training Selection Board and Educational Aid Fund after he discusses the proposal with board members.
3. Office of Medical Services - OMS has circulated the listing and reiterated the OMS April report which described the extent to which nine young OMS officers are utilized.
4. Office of Personnel - D/Pers is considering creation of OP/MAG made up of young officers. Junior Career Service Panel now includes a young female Personnel Officer. Will continue assignment of young officers to the Plans and Analysis Division.
5. Office of Communications - Circulation of subject memorandum resulted in suggestions from Staffs and Divisions which will be reviewed by OC/Career Service Board. Suggestion and Invention Panel, Honor and Merit Awards Panel, and Administrative Support Panel all nearing activation and will have young officer representation.

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-2-

6. Support Services Staff - Reviewed listing and sees no suitable opportunities there for SSS young officers, but does have young officers in Regulations Control who participate in inter-office committees and working groups. Also young officers in SIPS have opportunity to influence manner in which Support requirements are met.

Suggests that observer status is worse than no status for young officer and that young officer should be a voting member of a group - not an observer, assistant, advisor, etc.

7. Finance - Proposes to place one or two young officers on Fin/CSB to vote on matters affecting GS-7 through GS-11 Finance employees. Uses young officers whenever practicable in preparation and presentation of briefings, in ad hoc work groups, and task forces.

8. Office of Logistics - Will explore possibility of creating Critical Review Committee similar to that used by Finance and a Management Advisory Committee similar to OTR's. Junior Officers now being incorporated into six Career Board Panels of Logistics. Developing also a Training Panel which will include young officers in its membership.



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Atts:

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